Evaluating researchers' careers in an Open Science environment

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Evaluating researchers' careers in an Open Science environment

My background:

Policy Advisor Research – Ghent University until 07/2018

HR Manager – Antwerp University since 08/2018

Member of various working groups such as:

- Open Science Rewards & incentives
- Open, Transparent, Merit-Based Recruitment
- HR Excellence Strategy for Researchers

Not quite an Open Science Expert – but an OS ambassador

HR Strategy for Researchers

HRS4R is easy

HRS4R is "good HR management"

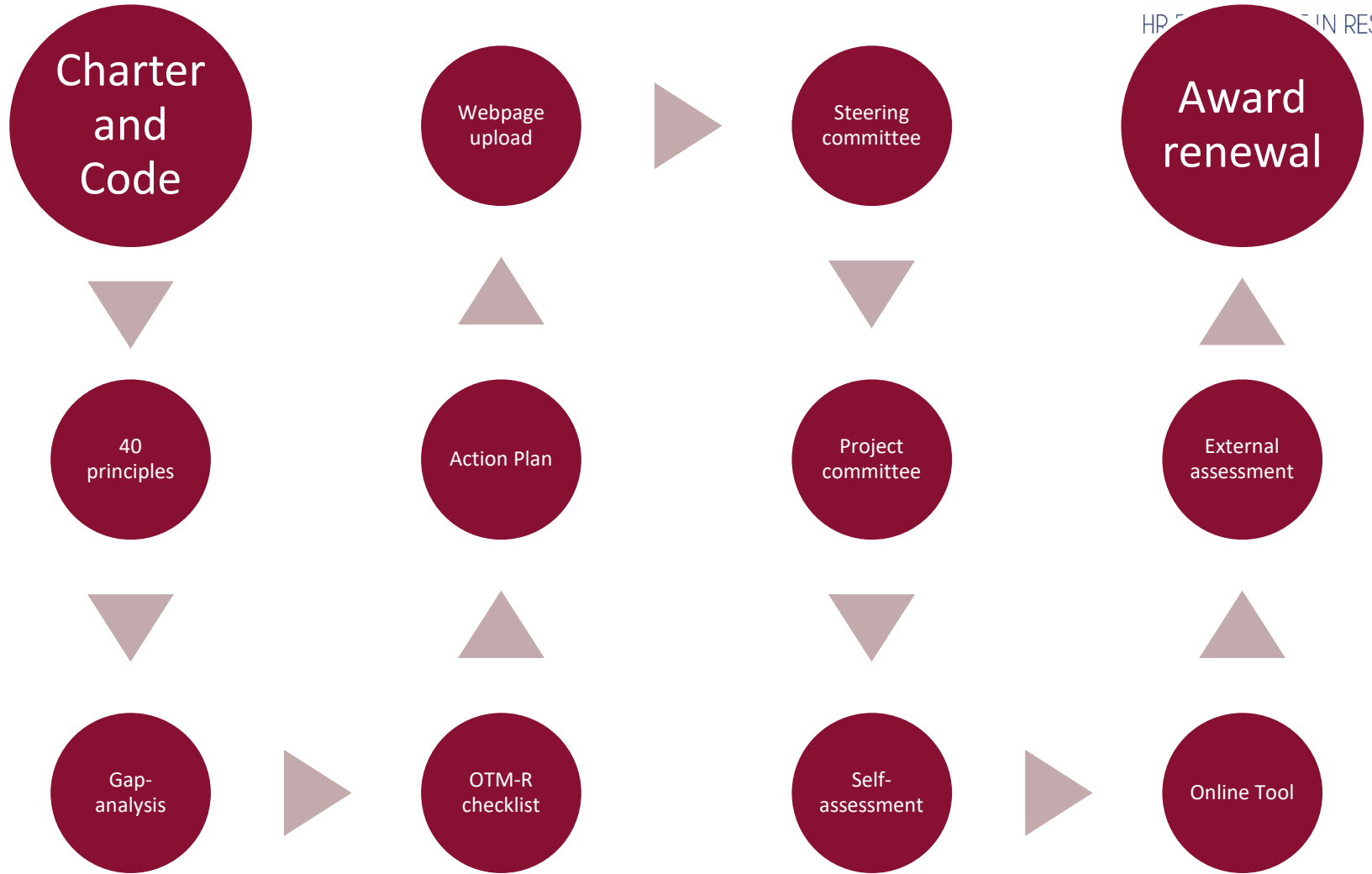Good HR management for researchers is not new. Its policy priority is.

Every institution can relate to some aspect of HRS4R.

Many institutions already implement HRS4R (although they might not call it by that term, or might not have the "reward").

HRS4R is difficult

Charter and Code → 40 principles → Gap-analysis → OTM-R checklist → Action Plan → Webpage upload → Steering committee → Project committee → Self-assessment → Online Tool → External assessment → **Award renewal**

HRS4R & change management

Many researchers, policy makers, HR managers and evaluators can relate to the C&C principles, but each might set different priorities.

= change management

= expectation management

Open Science is easy
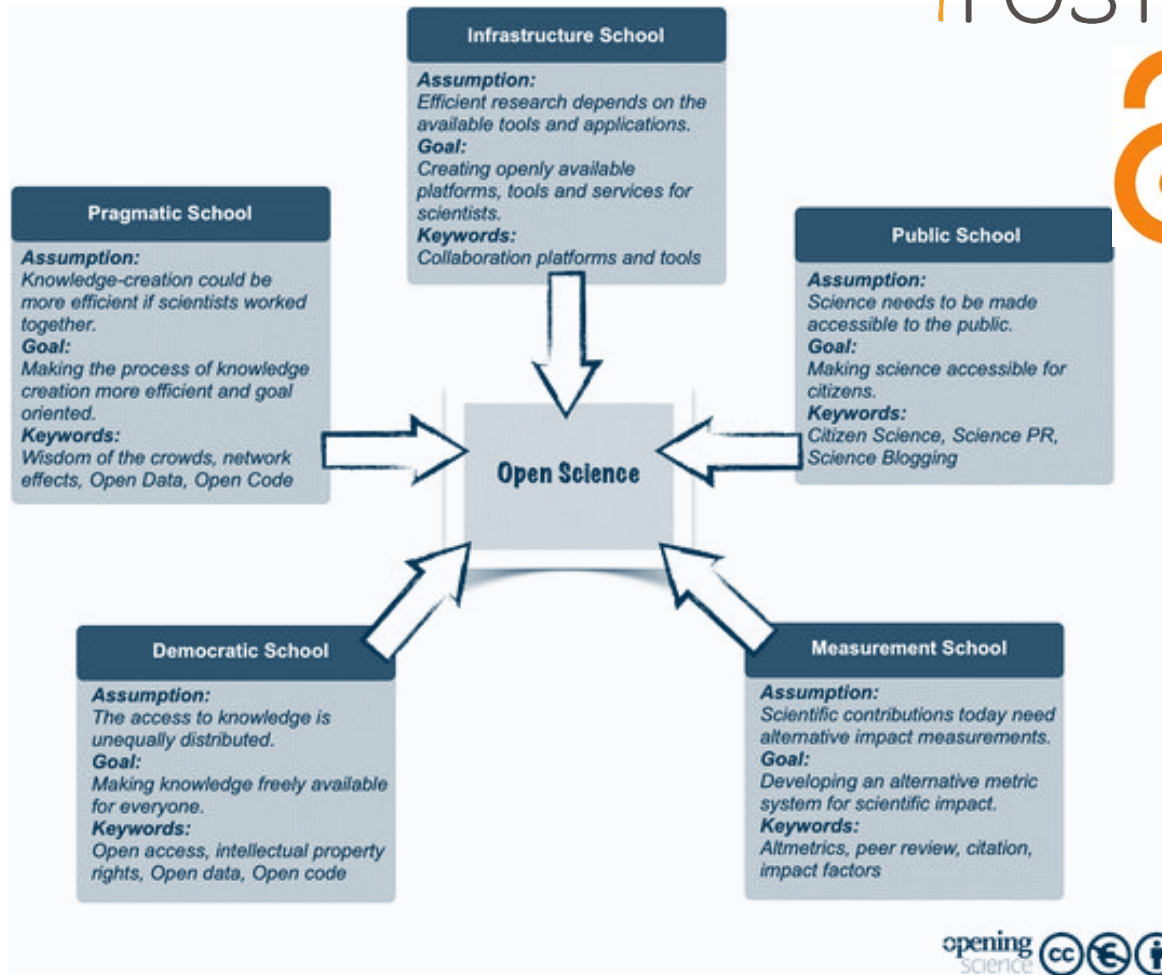
Open Science is "good science".

Open Science is not new. Its policy priority is.

Every researcher can relate to some aspect of Open Science.

Many researchers already practice Open Science (although they might not call it by that term).

Open Science is difficult

Fecher B., Friesike S. (2014) Open Science: One Term, Five Schools of Thought. In: Bartling S., Friesike S. (eds) Opening Science. Springer, Cham

Courtesy of @protohedgehog (Jon Tennant)

Open Science & change management

Many researchers, policy makers, librarians and evaluators can relate to Open Science, but the concept might mean something different to everyone.
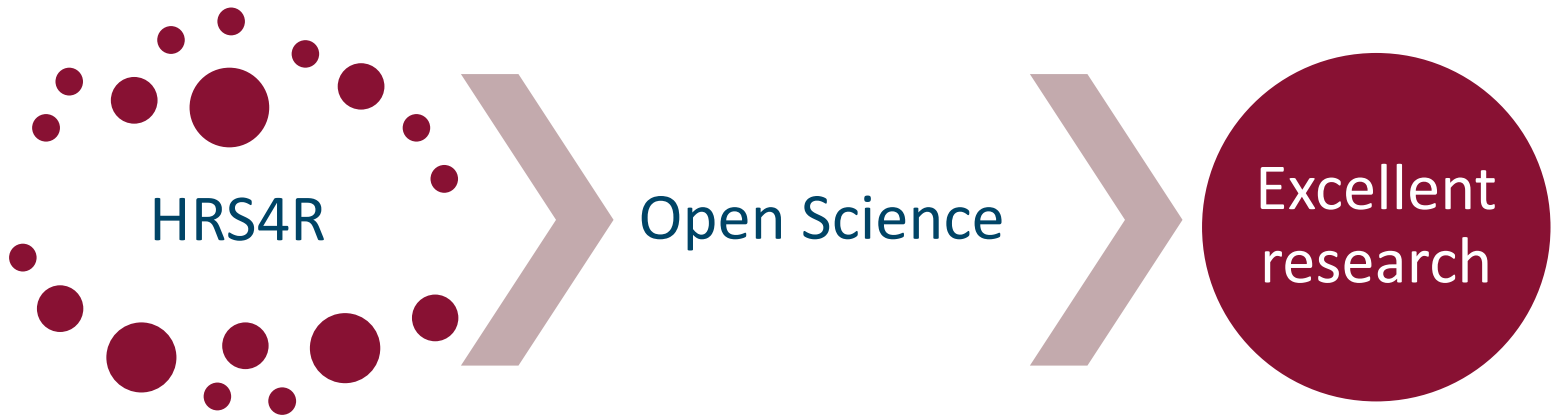
= change management

= expectation management

Promotion & Rewards

Awareness raising

Training & development

HRS4R policies   Open Science policies

HRS4R → Open Science → Excellent research

Awareness raising

Change management

Training & development

Incentives & rewards

HRS4R policies - Open Science policies

Major hurdle in implementation of Open Science policies:

1. Current **culture of evaluating research**
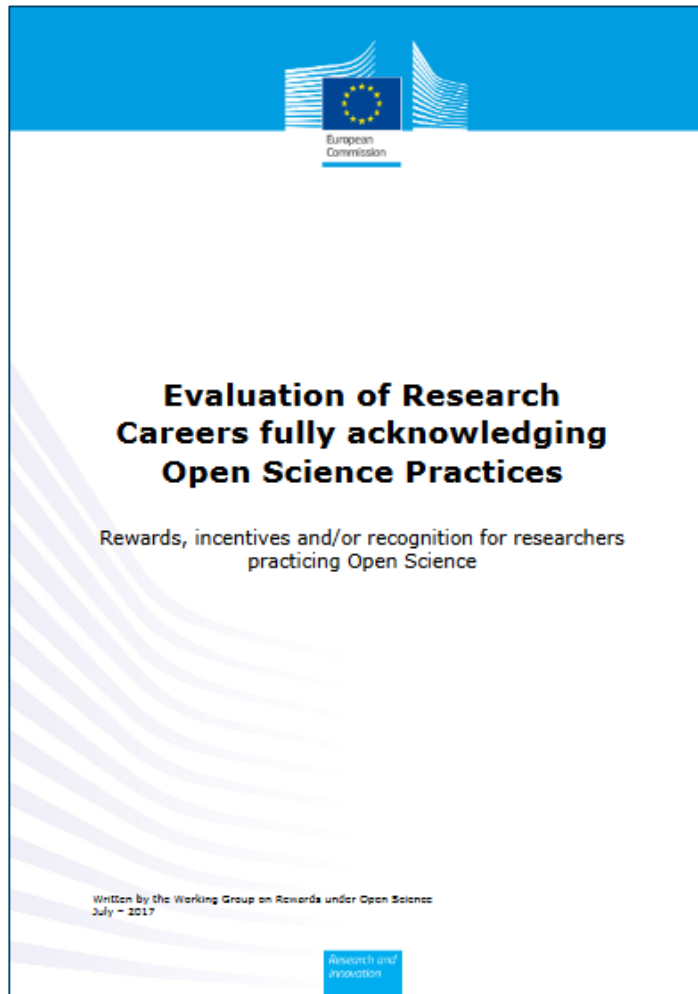
Changing definitions of "**excellence**"

- What is the meaning of "a citation"?

- What does it "mean" when someone else uses "my data"?

2. **Definition of "Open Science"** & identification of priorities, supported by majority of stakeholders

Power to change lies with the "established" researchers: peer reviewers, hiring committees, PI's, deans

Rewards, incentives, recognition

Open Science: career assessment matrix

"Possible" Open Science criteria

NO "additional criteria" but transversal integration, since **open** science is **good** science

2 implementation methods:

Open Science: career assessment matrix (OS-CAM)

Evaluation of Research Careers fully acknowledging Open Science Practices

Rewards, incentives and/or recognition for researchers practicing Open Science

Written by the Working Group on Rewards under Open Science
July – 2017
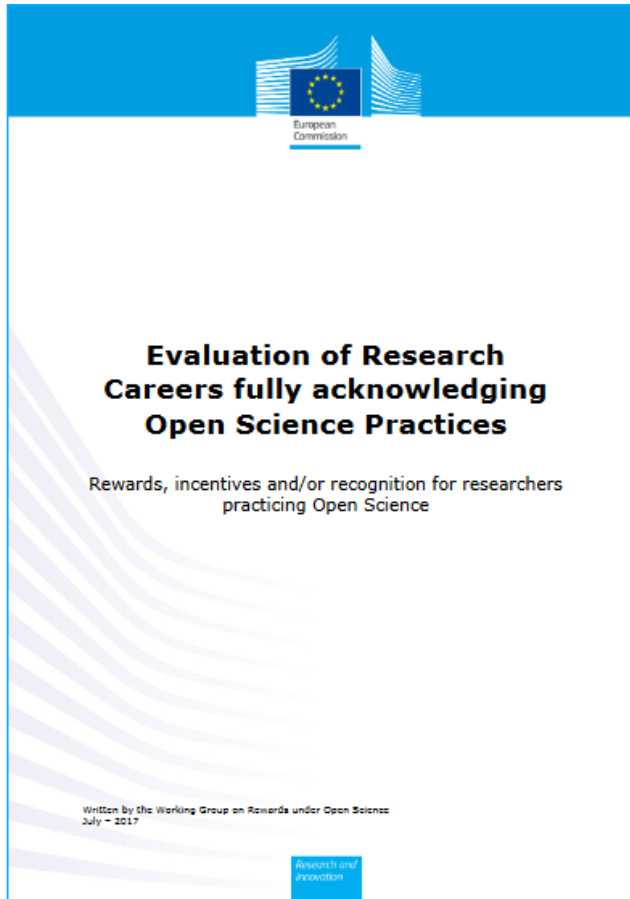
Possible Open Science Criteria **(OS-CAM)**

RESEARCH OUTPUT
Research activity
Publications
Datasets and research results
Funding

Possible Open Science Criteria **(OS-CAM)**

RESEARCH PROCESS		
Stakeholder engagement / citizen science	Actively engaging society and research users in the research process	
	Sharing provisional research results with stakeholders through open platforms (e.g. Arxiv, Figshare)	
	Involving stakeholders in peer review processes	
Collaboration and Interdisciplinarity	Widening participation in research through open collaborative projects	
	Engaging in team science through diverse cross-disciplinary teams	
Research integrity	Being aware of the ethical and legal issues relating to data sharing, confidentiality, attribution and environmental impact of open science activities	
	Fully recognising the contribution of others in research projects, including collaborators, co-authors, citizens, open data providers	
Risk management	Taking account of the risks involved in open science	

Possible Open Science Criteria **(OS-CAM)**

SERVICE & LEADERSHIP		
Leadership	Developing a vision and strategy on how to integrate OS practices in the normal practice of doing research Driving policy and practice in open science Being a role model in practicing open science	
Academic standing	Developing an international or national profile for open science activities Contributing as editor or advisor for open science journals or bodies	
Peer review	Contributing to open peer review processes Examining or assessing open research	
Networking	Participating in national and international networks relating to open science	

Possible Open Science Criteria **(OS-CAM)**

RESEARCH IMPACT		
Communication and Dissemination	Participating in public engagement activities Sharing research results through non-academic dissemination channels Translating research into a language suitable for public understanding	
IP (patents, licenses)	Being knowledgeable on the legal and ethical issues relating to IPR Transferring IP to the wider economy	
Societal impact	Evidence of use of research by societal groups Recognition from societal groups or for societal activities	
Knowledge exchange	Engaging in open innovation with partners beyond academia	

Possible Open Science Criteria **(OS-CAM)**

TEACHING AND SUPERVISION	
Teaching	Training other researchers in open science principles and methods
	Developing curricula and programmes in open science methods, including open science data management
	Raising awareness and understanding in open science in undergraduate and masters programmes
Mentoring	Mentoring and encouraging others in developing their open science capabilities
Supervision	Supporting early stage researchers to adopt an open science approach

Possible Open Science Criteria **(OS-CAM)**

TEACHING AND SUPERVISION	
Continuing Professional Development	Investing in own professional development to build open science capabilities
Project Management	Successfully delivering open science projects involving diverse research teams
Personal Qualities	Demonstrating the personal qualities to engage society and research users with open science Showing the flexibility and perseverance to respond to the challenges of conducting open science

TRAINING & DEVELOPMENT

Behavioural change

Skills training

Facilitate & support

Raise awareness

Key messages

HRS4R can be a powerful support mechanism for the implementation of Open Science policies

The cultural change required for Open Science can draw inspiration from the HRS4R process

- Find a mechanism that suits your institutional culture

- Invite researchers to participate in your policies, invite discussion, welcome new challenges

- Set realistic targets

- Remember that change requires focus, time and leadership

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